

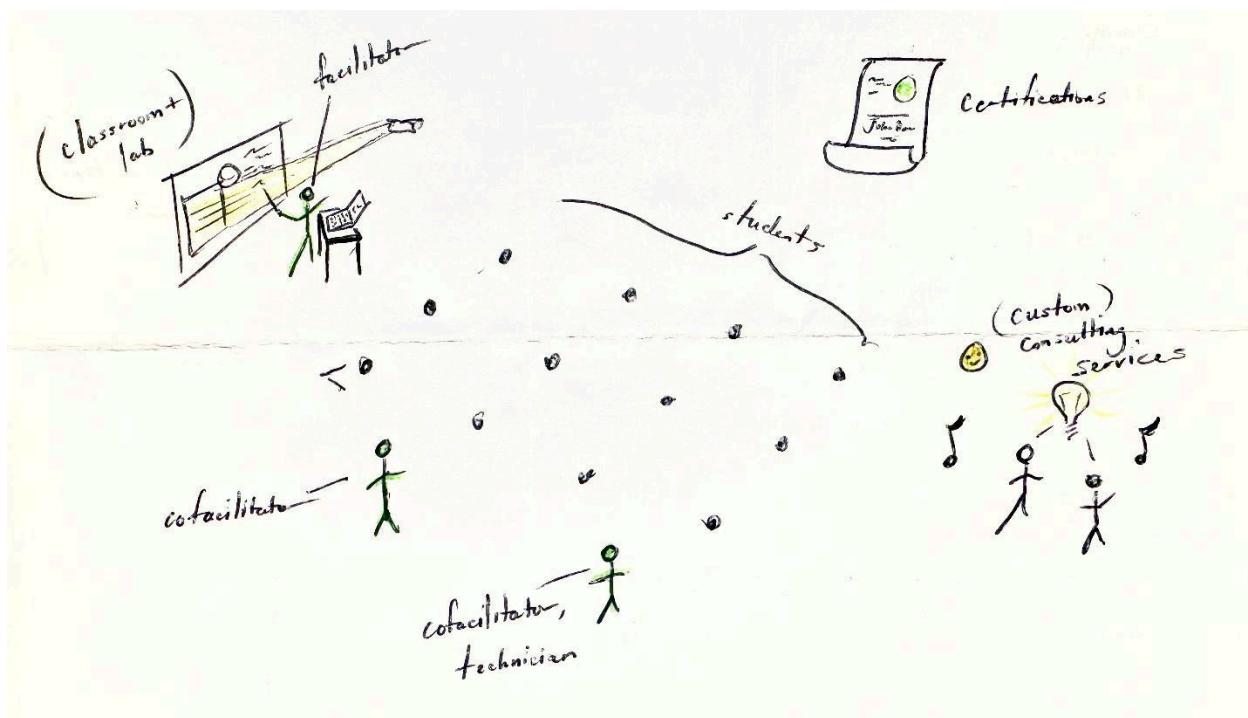


Silver Medal Academy

Silver Medal, NFPO - silvermedal.cc
Author: David Norton, March 2025, Salt Lake City, UT 84106

Overview

Silver Medal Academy, NFPO, is dedicated to delivering world-class training and support services to businesses and students, particularly in the field of software development and artificial intelligence (AI/ML), with emphasis on platform-independent (cross-platform) and event-driven database applications, advanced web applications, mobile applications, and [coming soon] Internet-of-Things (IOT). Silver Medal successfully administered hands-on coursework in the past (2015-2022), and recently revived a rigorous code-camp framework (extending from github.com/nortonsolutions/redrockCodecamp), which is unique because rather than just providing a long series of exercises, the certifications are *PROJECT-BASED*.





Goals

1. Projects will *build upon each other* so that by the end of the course, the student will feel the satisfaction of developing a full-stack web application (rather than just a random scattering of disparate web trinkets) including an object-oriented game and a user-management application. These projects make students think, and work!
2. We will adapt to technology trends; currently modern ES6+ web module technology.
3. Faster learners may optionally achieve certifications by completing projects alone, and others can take their time with the extensive set of lessons in the code camp. The code camp inherits and extends upon popular collections of *interactive* lessons, which will provide *immediate feedback* from the codcamp AI. Camp instructors and tutors will also be available for students who enroll with a premium package.
4. The web-based training site (**silvermedal.cc**, also accessible via **redrockcode.cc**, **codebasecamp.org**) is currently in an advanced stage of beta, with functional AI, tools, and guided coursework for students to develop apps.
5. Curriculum is semi-classical and semi-progressive, based on trending frontend and backend frameworks with integrated databases, cloud APIs, and other resources. Our goal is to extend and update this with new tech, such as **artificial intelligence** and machine learning (AI/ML), or microelectronics (Arduino and Raspberry Pi, etc.)
6. Our promise is to provide a training structure that is relevant and modern at a bargain cost for the student, way less than students would pay at other (inferior) training sites. All we need are students with the time and energy to advance.



Milestones

I. Go live with the advanced web-application track

It should be mentioned that the facilitators of this camp have achieved the same level of certification, and they will be familiar with the specifics of each assignment.

II. Financial assistance for underprivileged students

Andrew Carnegie built public libraries with the philosophy that knowledge is free!

Underprivileged students will have the option to apply for financial assistance through various benefactors: WIAO Workforce Programs, Vocational Rehabilitation (Department of Workforce Services), and other similar programs, providing low-cost or no-cost training services. We want to help with the societal need for charitable "giving back" to the needy, hopefully raising the bottom line by providing qualified candidates the chance to learn and develop new skills.

Our goal is to provide valuable courses and certifications for eager candidates. We are excited to learn as we serve students and clients, delivering courses at a fair price to the community.

The Problem

There are many individuals in the modern world who are overwhelmed and even discouraged by the current job market in computer technology. Silver Medal believes the problem is that our society is based on the competitive model -- the "gold medal" mentality where each competitor strives for gold, and innovation means creating an AMAZINGLY new and novel design; even skilled workers feel their ideas have already been done before; why reinvent the wheel, right?

And, those who are entering the workforce, especially those who are disadvantaged such as parolees or refugees, face a terrible uphill battle just to get a fair interview, say nothing about becoming a top competitor! How would an eager learner find opportunities to gain certifications and employment in the field of cross-platform and modern WEB APPLICATIONS, ARTIFICIAL INTELLIGENCE (AI), MACHINE LEARNING, or microelectronic programming (for Arduino, Raspberry Pi, etc.)?

Dave is a professional of almost thirty years with no small level of skill and achievement, but was recently amazed to see how competitive the market is when he entered the market again for new jobs and contracts. It is possible, but it takes an extreme amount of focus and dedication, and of course, technical training and know-how, but there is one additional problem in the modern world: APATHY! Have you noticed the mentality of apathy which is so prevalent in recent years, caused by the emergence of artificial intelligence and overpopulation? "Why even bother trying, when it's already been done before? Why reinvent the wheel or try keeping up with the Stanford and MIT graduates?" And even if we have the will power to try, we might wonder, "How do we keep the pace up and pricing low enough to compete with Amazon and Temu?"

Dave believes the problem is one of tunnel vision in the market, assuming that the American dream is defined by the front runners. But we need FOLLOWERS -- those striving for SECOND place, the SILVER MEDAL -- to keep the faith and learn the tech; learn to confront the big scary monsters like modern Web applications and AI/ML.

Text Inputs as Form Controls

```

1  <a href="http://redrockcodecamp.org/education/materials/frameworks/fonts/lobster/css/lobster.css" rel="stylesheet" type="text/css">
2
3 <style>
4   h2 {
5     font-family: Lobster, Monospace;
6   }
7
8 .thick-green-border {
9   border-color: green;
10}
11
```

Font Awesome icon by adding `<i class="fa fa-paper-plane">` to your button element.

Give your form's submit button the class of `form-control`. so give this button the Font Awesome icon of `fa-paper-plane`.

and `<select>` elements with the class `form-control` have a

Run tests (ctrl + enter)

Reset your code

Submit button in your form the classes `btn btn-primary`, `class="fa fa-paper-plane">/i>` within your submit element.

ext `input` in your form the class `form-control`.

each of your `i` elements has a closing tag.

Submit and go to next lesson (Ctrl + Enter)

```

1 <link href="http://redrockcodecamp.org/education/materials/frameworks/fonts/lobster/css/lobster.css" rel="stylesheet" type="text/css">
2
3 <style>
4   h2 {
5     font-family: Lobster, Monospace;
6   }
7
8 .thick-green-border {
9   border-color: green;
10}
11
```

```

12 <div>
13   <div>
14     <button class="btn btn-block btn-info"><i class="fa fa-info-circle">/i></button>
15   </div>
16 </div>
17
```

```

18 <div>
19   <div>
20     <button class="btn btn-block btn-danger"><i class="fa fa-trash">/i></button>
21   </div>
22 </div>
23
```

```

24 <div>
25   <p>Top 3 things cats love:<span class="text-danger">love</span></p>
26   <ul>
27     <li>catnip</li>
28     <li>laser pointers</li>
29     <li>lasagna</li>
30   </ul>
31 </div>
32
```

```

33 <div>
34   <p>Top 3 things cats hate:</p>
35   <ul>
36     <li>flea treatment</li>
37     <li>thunder</li>
38     <li>other cats</li>
39   </ul>
40 </div>
41
```

```

42 <form action="/submit-cat-photo">
43   <div class="row">
44     <div>
45       <img alt="A fluffy white kitten sitting on a dark surface." data-bbox="615 535 845 685" />
46     </div>
47     <div>
48       <h3>CatPhotoApp</h3>
49       <img alt="A fluffy white kitten sitting on a dark surface." data-bbox="615 690 845 835" />
50       <ul>
51         <li>Like</li>
52         <li>Info</li>
53         <li>Delete</li>
54       </ul>
55     </div>
56   </div>
57 </form>
58
```

CatPhotoApp




Like

Info

Delete



The Sustainable Solution

Silver Medal Academy, NFPO, is dedicated to delivering world-class training and support services to businesses and students, particularly in the field of web application development and artificial intelligence (AI/ML), with an emphasis on platform-independent (cross-platform) and event-driven database applications, advanced web applications, mobile applications, and Internet-of-Things (IOT). Our vision is to work with Vocational Rehabilitation and other providers to provide education in this field to learners who have the aptitude and eagerness to learn, yet lack the necessary financial base.

This is where Silver Medal comes into play. At the Silver Medal Academy, students will take part in a "code camp" in the traditional sense, with online and in-person resources, and we are dedicated to delivering world-class training and support services, which means, more than webpages and AI/ML, we guide the student to create complex web applications, mobile applications, and [coming soon] Internet-of-Things (IOT) applications, if they are willing to put in the time and work.

Certifications are PROJECT-BASED, which means that along with AI feedback on incremental challenges, the major milestones are heftier projects with product requirements, specific assets, and measurements. Each of these projects will be reviewed by Dave or a qualified tutor who has completed the program.

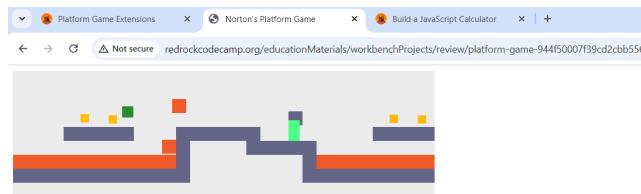
Distinguishing Factors

Who are our competitors? How are we different from the status quo?

Our clients are likely those who WANT to attend a school like DevMountain or vSchool.io but lack the financial means or other support to achieve that dream. Those other top-tier code camps can cost TENS OF THOUSANDS of dollars, which is impossible for underprivileged and disadvantaged learners. The value of our courses and certifications will rival the best in the State, but [we hope] costs will be subsidized initially by this Morgan Stanley cooperative grant, and hopefully other charitable donors, making this a FREE course for qualified individuals with a drive to compete and work.

As mentioned, this code camp is unique because rather than just providing a long series of exercises, the certifications are PROJECT-BASED, and projects are individually reviewed. We pride ourselves on being among the most challenging code camps to complete in its totality, and we offer a personal touch of service, support, and tutoring options.

Dave has successfully administered hands-on coursework and camps over the past decade, and lately he has been busy developing the rigorous code-camp framework (<https://silvermedal.cc>), which extends the original (now open-sourced at github.com/nortonsolutions/redrockCodecamp).



 A screenshot of the developer tools Sources tab for the file "platform-game.html". The code is written in JavaScript and defines classes for "Lava" and "Platform" objects. The "Lava" class has methods for creating instances with specific positions and characteristics. The "Platform" class is also defined. The code includes comments explaining the logic for different levels of the game based on character input.

```

    157     Monitor.prototype.size = new Vec(0.8, 0.8);
158
159     class Lava {
160       constructor(pos, speed, reset) {
161         this.pos = pos;
162         this.speed = speed;
163         this.reset = reset;
164       }
165
166       get type() { return "lava"; }
167
168       static create(pos, ch) {
169         if (ch == "<") {
170           return new Lava(pos, new Vec(2,0)); // L/R only, no gravity
171         } else if (ch == "|") {
172           return new Lava(pos, new Vec(0,2)); // Up/Down only
173         } else if (ch == ">") {
174           return new Lava(pos, new Vec(0,3), pos); // falls faster, resets position
175         }
176       }
177     }
178
179     lava.prototype.size = new Vec(1,1);
180
181     class Platform {
182
  
```



Systemic approach

Existing systems and stakeholders

Silver Medal philosophy:

"Never be first, try to be second." -Fermi

What a rich quotation from Fermi, with multiple layers of meaning. It implies following the leader(s) with our Higher Power at the pinnacle. It isn't laziness; rather it ACKNOWLEDGES THE COMPETITION, because SECOND is better than third; SILVER is better than bronze. :-) And if we find ourselves in the "number one" position (very often an illusion over time), we should never rest on our laurels and, instead, find a leader to follow and try to leap-frog if possible. (Take advantage of the wake, watch the industry for changes, and follow suit.)

Silver Medal adopts this philosophy as its credo. We have successfully administered hands-on coursework over the past decade, and as mentioned, Dave recently revived a rigorous code-camp framework (<https://silvermedal.cc> extending from his previous build @ github.com/nortonsolutions/redrockCodecamp). We aren't afraid to follow the leader or even "reinvent the wheel" (a little better), because there is always a new generation of learners and doers!

Dave has led previous versions of this code camp and related training for many individuals on a small scale, including a colleague who has already been tackling much of the curriculum and is ready to serve as a tutor. Silver Medal has also formed an association with the New Path Foundation, which encourages education for parolees.

Scalability Concerns

Challenges and opportunities?

Managing growth may become a problem, as the business expands.

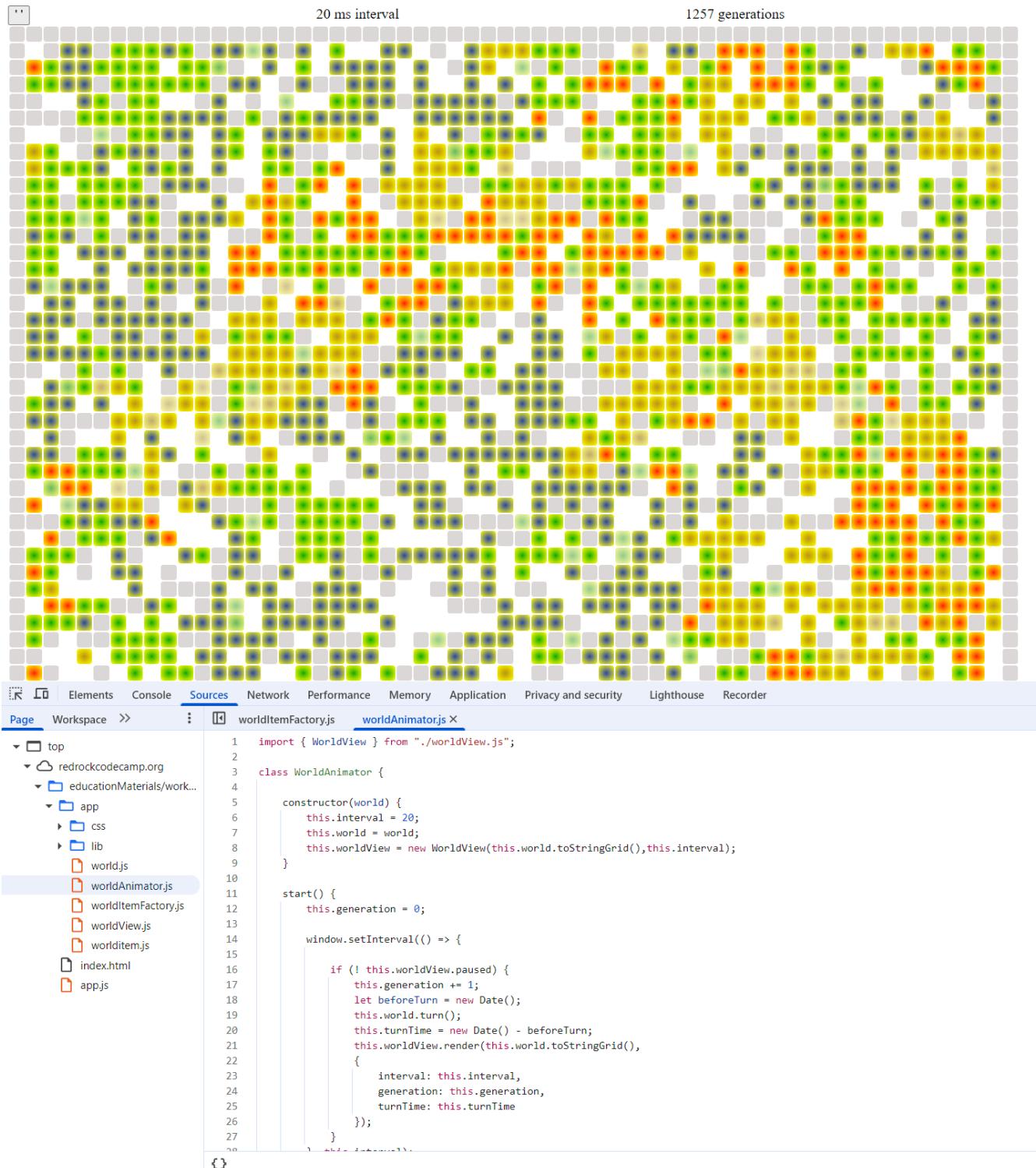
We are excited about the new opportunities, more money (or potential for earning), more fun, challenges, dynamics, learning, etc. But unexpected changes or variables (people or processes) arise, which means more to manage. Technology keeps evolving, and students need to be assured that the material they are learning is still relevant. Becoming spread too thinly may lower our quality. If quality is at stake, we'll narrow the focus and re-focus on quality first.

“Nail it, then scale it!”

For example, it seems imperative to prove one term of live instruction and classroom exercises, before we convert it into an online virtual class. (Side note: virtual courses could be monetized.)

Students must be high-school graduates and also pass an entry quiz, to demonstrate math and reasoning abilities. The major risks have to do with being a small, new and unproven business. Prospective students may be concerned that they may not get the support they need to learn and succeed, or may ask, “What can you teach?”

We will instill confidence by showcasing some projects developed by our trainers. We will show real examples to show how this training is exciting and creates opportunities. As we work with clients, we can grow our pool of testimonials and references. We can also ask past or current customers to spread the word and offer discounts for referrals. A solid website presence will add to the credibility and establishment of the business, of course, but the brick-and-mortar establishment will emphasize courses delivered in person, with roving tutors available to assist. Courses will also be offered online, and students will be able to perform their assigned lab work and projects from home.





Societal impact

The following measures will help us gauge the social impact, success, and needs of the business:

- BICs (butts in chairs!) – how many?
- Schedule – are we keeping pace?
- Survey results (from current and past students)

Thus far the impact on society has been minuscule, having only operated this in a beta-test bay, but the potential societal impact basically boils down to "raising the bottom line" among our workforce, elevating the morale and skill sets of workers in the field of web application development, etc. This is the rising generation of learners, researchers, and workers who will lead and communicate with AI.

Strategic priorities?

Our top three strategic priorities are:

- 1) Establish a base of reputation, with five successful students in real-world cases.
- 2) Enhance and update the online experience, technically and aesthetically.
- 3) Hire help as needed, to ensure we are providing the support our students need.

The screenshot shows a web browser window with the title "Industrious Webpage" and the URL "silvermedal.cc/en/challenges/advanced-html-and-css-projects/industrious-webpage". The page is titled "Silver Medal Academy" and displays a navigation bar with "All Lessons", "Main", and "My Profile".

Lessons Overview:

- Preparing to Learn:**
 - Beginning HTML and CSS (phase I term 1)
 - Advanced HTML and CSS (phase I term 2)
 - CSS Grid (5 hours)
 - Chrome DevTools (5 hours)
 - Visual Studio Code (1 hours)
 - Advanced HTML and CSS Projects (110 hours)
 - Advanced HTML and CSS Projects with Designs
 - ** Reviewing Professional Source Code - Advanced HTML*
 - ✓ ** Commit to not solve other students problems*
 - ✓ Interphase Webpage*
 - ✓ Interphase Webpage Source Code Review*
 - ✓ Visualize Webpage*
 - ✓ Visualize Webpage Source Code Review*
 - ✓ Epilogue Webpage*
 - ✓ Epilogue Webpage Source Code Review*
 - ✓ Industrious Webpage*
 - ✓ Industrious Webpage Source Code Review*
 - Claim Your Responsive Web Design Certificate (5 minutes)
- Beginning JavaScript (phase I term 3):**
 - Introduction to JavaScript (5 minutes)
 - Basic JavaScript (10 hours)
 - Basic Data Structures (1 hour)
 - Debugging (1 hour)
 - Functional Programming (5 hours)
 - Basic Algorithm Scripting (15 hours)
 - Object Oriented Programming (5 hours)
 - Git Source Control (5 hours)
 - Beginning JavaScript Projects (80 hours)
- Advanced JavaScript (phase II term 4):**
 - Beginning Web Development (phase II term 5)
 - Advanced Web Development (phase II term 6)
 - Front End Libraries (phase III term 7)
 - Server Side Development (phase III term 8)
 - Advanced Server Side Development (phase III term 9)
 - More JavaScript For Masochists (phase X)

Project Preview:

The right side of the page shows a preview of the "Industrious Webpage" project. It features a header with "CURABITUR ULLAMCORPER ULTRICES" and a sub-header "FAUCIBUS CONSEQUAT LOREM". Below this are three columns of cards, each with a title and a small image. At the bottom, there's a footer with social media links for Twitter, Facebook, Instagram, and GitHub.

- Click [here](#) to watch a video of the interactive features of the project.
- Click [here](#) for the assets needed to build this project.
- Link directly to the font-awesome.css [here](#).
- The font used for this project is raleway, link directly to the css [here](#).
- Remember to use the Research-Ask method if you get stuck.



Business model?

The service being sold (gifted to worthy individuals) consists of immaterial assets:

- Knowledge
- Training
- Experience
- Expertise
- Opportunities

We will offer the following training tracks for starters:

- Entry level (based on Stanford SEE outreach curriculum)
- Web Application development
- AI and machine learning

To determine the price, we can use Competitive and/or Cost-Plus Pricing, to determine the respective price tags, but our hope is to start this out as a free service for individuals who want to put in the time and effort, underwritten by the generosity and charity of organizations like the Salt Lake City Corporation and Vocational Rehabilitation. This model seems strong, but we can also convert to a profiteering organization over time. And if we move to that model, we can offer payment arrangements beyond cash at sale:

Thus far we have hoped for a charitable model, but we can explore other models. For example, if we use a hybrid model to generate revenue, students could pay, for example, a discounted price of \$3000 per twelve-week class. The amount of money that we need to earn will depend on the generosity and expectations of this collaboration and other stakeholders.

As for outflows, there are some up-front costs such as machines, licenses, and:

- 
- Payroll. We estimate three full-time employees and several tutors (year one).
 - Hosting/Internet. Rough estimate: \$1000 per year
 - Printing costs. Rough estimate: \$3000/year

Which goods/services? Who are our customers? How much do we charge? How much of the operating budget comes from fees for goods and services? As mentioned above, if we use a hybrid model to generate revenue, students could pay, for example, a discounted price of \$3000 per twelve-week class. There is already a customer market (DEMAND) waiting to be met, but interested citizens may be surprised to learn about the charitable model, and demand may increase.

Specifically, we offer hands-on training in web application development for those who are willing but lack the financial support. The training offerings shall include:

- a. Web development (engineering and UI/UX)
- b. Artificial Intelligence (AI) and machine learning
- c. Data analytics and visualization
- d. Version control (e.g. git)
- e. Graphic design
- g. Emerging technologies (TBD)

Initially we will offer the following tracks:

- Entry level (based on Stanford SEE outreach curriculum)
- Web Application development
- AI and machine learning

The only material assets to accompany the list above are the certifications printed on paper, computer (laptop) systems granted to students to keep, and any printed curriculum or texts.



Who would buy into this?

- Working professionals
- Corporations providing additional training for employees
- Job seekers trying to build up their portfolio
- Aspiring developers
- Amateur hobbyists

Assuming the charitable model, fees for customers should be very low and account for a small percentage of the operating budget, but as mentioned, this is variable.

Existing funding? Grants? Targeted or restricted?

Thus far, a whopping \$0.00 comes from grants and donations, but we hope to change that.

The founder Dave considers himself to be very weak in this department, so he would love to get some guidance/coaching from the Collaborative! But in case you're interested :-) our "Value Proposition" is:

"...rock-solid, standards-based training with modern web applications and AI technologies, with an entryway for any level of student (beginner to advanced). Trainers will be certified and have experience in the field of software development, and we are interested to hire tutors/instructors/others not only for fitness and willingness to work and succeed (and learn), but also for their attitude. We want optimists and people who are enthusiastic about the effort."

Our key differentiator at the Silver Medal Academy: "**Never be first, try to be second.**"

What will make our business stand out?

- 
- 1) Charitable business model.
 - 2) Stellar Service which seeks to follow the leader and constantly improve.
 - 3) Projects! Projects! Projects! These are what make real developers!

Despite seeking steady innovation in the long run, we will heed the principle of LOW INNOVATION during the startup phase, keeping it simple and sticking to the plan, only making adjustments as required to meet customer needs. Other features envisioned:

- a. Project gallery for sharing, message boards, and collaboration.
- b. Additional consulting services, available for businesses and individuals.

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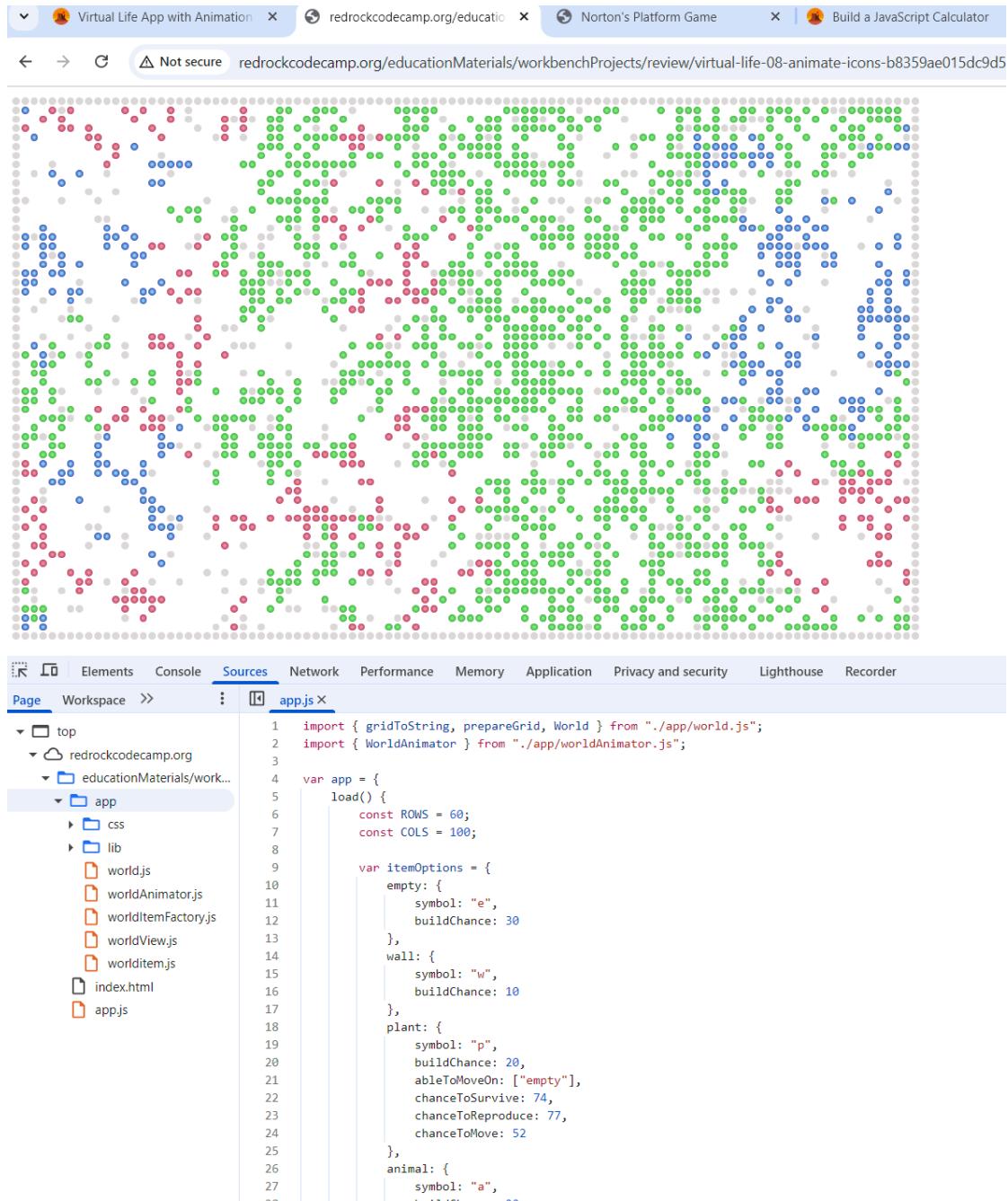
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This code camp is unique because rather than just providing a long series of exercises, the certifications are PROJECT-BASED. And of course, while we pride ourselves on being the most DIFFICULT code camp to complete in its totality, we also offer a personal touch of service, support, and tutoring options. Students must be high-school graduates and also pass an entry quiz, to demonstrate math and reasoning abilities.

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Silver Medal successfully administered hands-on coursework in the past, and recently revived a rigorous framework @ <https://silvermedal.cc>, which is unique because rather than just providing a long series of exercises, the certifications are PROJECT-BASED.

Multiple former and current students are willing to serve as tutors, and Silver Medal has formed an association with New Path Foundation, encouraging education for parolees.



The screenshot shows a browser window with four tabs open:

- Virtual Life App with Animation
- redrockcodecamp.org/education
- Norton's Platform Game
- Build a JavaScript Calculator

The main content area displays a large, colorful pixelated image of a landscape, likely generated by the application being developed. Below the image, the browser's developer tools are visible, specifically the Sources tab. The file `app.js` is selected in the workspace. The code in `app.js` is as follows:

```

1 import { gridToString, prepareGrid, World } from "./app/world.js";
2 import { WorldAnimator } from "./app/worldAnimator.js";
3
4 var app = {
5   load() {
6     const ROWS = 60;
7     const COLS = 100;
8
9     var itemOptions = {
10       empty: {
11         symbol: "e",
12         buildChance: 30
13       },
14       wall: {
15         symbol: "w",
16         buildChance: 10
17       },
18       plant: {
19         symbol: "p",
20         buildChance: 20,
21         ableToMoveOn: ["empty"],
22         chanceToSurvive: 74,
23         chanceToReproduce: 77,
24         chanceToMove: 52
25       },
26       animal: {
27         symbol: "a",
28         buildChance: 10
29       }
30     };
31   }
32 };

```

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3215 Sqft 3 Bedrooms 4 Bathrooms

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Competitors

Code camps are nothing new, and several companies have been making money on this.

There are several good code camp offerings in Utah:

- University-level. Cybersecurity, data analytics, web development, UX/UI design camps.
- Devmountain: Offers short, full-time, and online programs in cybersecurity, mobile app development, and full stack developer.
- vSchool.io: More of the same, with additional benefits for veterans.

Two of the most successful code camps are lined up with our own business in the chart below. Over time we would like to understand what makes each leading competitor unique or different, and how have they been successful (or not).

Who is their target audience and clientele?

How much do they charge (for what)?



	V School.io	DevMountain	Us
Price	<ul style="list-style-type: none"> \$14,900 up to \$21,000 for a course 12 weeks long. Income share agreement (ISA) up to \$38,000. GI bill: Veterans can use the GI bill to pay for tuition. 	<ul style="list-style-type: none"> \$7,900 up to \$11,900 for a course 12-16 weeks in length (26-32 weeks part time) Scholarships range from \$3,000 to a full ride. Financing is available through Skulls Fund and Climb Credit. 	<p>While the VALUE of the courses and certifications will rival the best in the State, costs will be subsidized by Salt Lake City Corporation as an act of goodwill and charity, making this a FREE course for qualified individuals with a drive to compete and work.</p> <p>We can also offer company contracts (non-subsidized) with volume discounts.</p>
Benefits	Very good. Videos, exercises, report cards for tracking.	Exceptional. Live tutoring, dorm-style living.	“Silver Medal Academy”™ Our goal is to find and follow the leader(s), emulating the best benefits and practices.
Quality	High quality. Most reviews are very positive. Some reviewers were unhappy with the web-development program, claiming it wasn't enough to get a job, but this sort of reaction is expected.	High quality. Well reputed for curriculum and their dedicated staff. As with vschool.io, some graduates have stated that it doesn't provide sufficient experience for a job in the field.	This will be a work in progress, but we aim for highest quality. We are a startup, but we will compete with the best camps, with emphasis on standards, best practices, real-life, challenging job prep.
Service	<p>Impressive.</p> <p>4.68 average rating on courseresport.com</p> <p>A recent review (2023) from a [verified] graduate shows that there may be room to improve in terms of <i>communication</i>, since upper-level students are left to fend for themselves.</p> <p>Reviews are mostly complimentary.</p>	<p>Impressive.</p> <p>4.57 average rating on courseresport.com</p> <p>Reviews are overwhelmingly positive, with a few complaints from students about not feeling prepared for the real world.</p> <p>Those complaints are usually the result of curriculum that is task-based and step-by-step, instead of <i>project-based</i>.</p>	<p>We must shine here, and it should be an easy victory, because we are helping the students who want to help themselves; those who are hungry for opportunities and committed to strive, based on the business model.</p> <p>Of course, we plan for attrition (because it will be too difficult) but we aim for 80% retention.</p> <p>See “Key differentiators”</p>



More research and comparison will be needed, continuously over time. We can talk to our competitors' clients to learn about their strengths and weaknesses and, using formal analysis, determine real customer needs and wants. We can learn more about current and future services, marketing strategy, terms, pricing, or "shop the competitors" to get the inside scoop. **Our goal is to identify and satisfy customers' needs better, faster, and less expensively.**



Value Proposition

As they say, “features are optional” yet they provide differentiation, so we’ll be looking for those key features and amenities to incorporate, to make this a very challenging and rewarding experience. Some features are to be expected:

- 1) Rock-solid, standards-based training with modern web applications and AI technologies, with an entryway for any level of student (beginner to advanced).
- 2) All trainers are certified and have experience in the field of software development.
- 3) Instructors and assistants understand knowledge level is important, yet it is secondary to genuine care and concern! Students should be able to approach the staff and ask for guidance or motivation. We will hire:
 - a. For fitness and willingness to work and succeed (and learn).
 - b. Optimists and people who are enthusiastic about the effort.

Key differentiators of the Silver Medal Academy:

“*Never be first, try to be second.*” –Fermi

What will make our business stand out?

- 1) **Charitable** business model.
- 2) **Stellar Service** which seeks to follow the leader and constantly improve.
- 3) **Projects! Projects! Projects!** Students may not like the way a project feels when they receive the assignment, but these are what make real software developers!

Despite seeking steady innovation in the long run, we will heed the principle of LOW INNOVATION during the startup phase. Keeping it simple and sticking to the plan, only making small adjustments as required to meet customer needs or wants.



Service Rationale:

What is the service offered?

We offer hands-on training in software development for low-income citizens with the will and time to dedicate. Ideally, we want candidates to bring their own goal along with them, so that the training is personalized. The training offerings can include:

- a. Computer software development
- b. Web application design and development
- c. Artificial Intelligence (AI) and machine learning
- d. Data analytics and visualization
- e. Version control (e.g. git)
- f. Graphic design
- g. Emerging technologies (TBD)

Customer needs and wants:

- a. Entry-level (no experience): hand holding and guided practice.
- b. Amateur (some experience): preparation and certification for employment.
- c. Professional (advanced experience): more focused practice, new skills, projects.
- d. Hobbyist: learning and doing, creating games or applications in their free time.
- e. Everyone: enjoyment!

Reasons for Being:

1. Providing rock-star service, high quality, and unmatched pricing.
2. Feeling competitive in today's market, following the leader.
3. Seeking the best preparation in the business for real-life development.
4. Providing flexible lab hours and (phase II) online options for students.
5. Providing a personal touch with real-life professional and training experiences.
6. Creating a culture of service, with staff members ready and willing to help.
7. Showing and telling those who may have lost hope: "We believe in you."

Benefits:

- a. Skills training and preparation.
- b. Focus on core technologies and proven emerging technologies.
- c. Industry standards-based certifications.
- d. Lab time.



Other features:

- a. Envisioned: project gallery for sharing, message boards, and collaboration.
- b. Additional consulting services, available for businesses and individuals.
- c. Development laptop issued to new students, theirs to keep.

Yes, We Can

Can we build this business? Will it stand the test of time?

Yes, we can build this business, and it will evolve. Change is inevitable, so although we love the service offering, we are not IN love with the idea so far as to limit progress and changes needed. Technologies and customer bases may change, as will other factors as new products and materials are introduced. Startup costs would be ~\$50K (possibly more) for machines, licenses, office space, office supplies, paychecks for assistants (at least two). We could be up and running, ready for business in three months.

We will build some components and curriculum in house, and buy licenses for some existing training materials and courses, utilizing open-source (freeware) resources where possible, such as freecodecamp.com as a harness for the training environment, which we will extend with our own custom lessons, projects, etc. The latter will grow and expand over time (every term!).



Selling points

What is being sold?

The service being sold (gifted to worthy individuals) consists of immaterial assets:

- Knowledge
- Training
- Experience
- Expertise
- Opportunities (for employment, etc.)

The only material assets to accompany the list above are the certifications printed on paper, computer (laptop) systems granted to students to keep, and any printed curriculum or texts.

Who would buy into this?

- Working professionals
- Corporations providing additional training for employees
- Job seekers trying to build up their portfolio
- Aspiring developers
- Amateur hobbyists

Why would they buy it?

- Expanding knowledge and skills
- Staying competitive in a fast-paced market
- Having fun with development
- Training employees

Which training tracks will you offer?

- Entry level (based on Stanford School of Engineering's SEE outreach curriculum)
- Web Application development (based on modern curriculum, i.e. freecodecamp.com)
- AI and machine learning, based on popular modern Python libraries
- ??? Basic microelectronic programming (for Raspberry Pi and/or Arduino, etc.)
- ??? What else ???

Cost of the service?

We can use Competitive and/or Cost-Plus Pricing, to determine the respective price tags, but our hope is to start this out as a free service for individuals who want to put in the time and effort, underwritten by the generosity and charity of forward-thinking organizations.

This model seems strong and should stand the test of time, but we can also convert to a profiteering organization over time. And if we move to that model, we can offer payment arrangements beyond cash at sale:

- Monthly payments, with discounts for volume (e.g. multiple course packages).
- Free trials – allow approved individuals to sit in class for a pre-course without charge.
- Corporate contracts – volume or fixed pricing for multiple employees from the same firm.

Possible client concerns

The major risks have to do with being a small, new and unproven business. Prospective students may be concerned that they may not get the support they need to learn and succeed, or may ask,

- Why do we have any credibility?
- What can we teach?

We will instill confidence by showcasing some projects developed by our trainers. We will show real examples to show how this training is exciting and creates opportunities.

As we work with clients, we can grow our pool of testimonials and references. We can also ask past or current customers to spread the word and offer discounts for referrals. A solid website presence will add to the credibility and establishment of the business, of course, but the brick-and-mortar establishment will emphasize courses delivered in person, with roving tutors available to assist. Courses will also be offered online, and students will be able to perform their assigned lab work and projects from home.

Trust!

Our corporate ideals will build trust:

- We are honest and sincere about strengths and weaknesses
- We admit mistakes and endeavor to restore or resolve them.
- We will speak positively about the work, even about the competition!
- We are pleasant and lighthearted, but we get down to business when appropriate.
- We move with the customers as they bring their unique goals to the table.
- We treat customers as the most valuable assets in the business.
- We treat employees just as well! ...with dignity, respect, and opportunity to succeed.
- We are fair, consistent, and honest.
- We lead by example and stop to help.

Advisory Board Members

Ted McAleer | Chair, Advisory Board, VBGS Enterprises. Ted has offered some great feedback and promises to be a good friend to the organization in the future, with all his connections in the Utah Entrepreneurial landscape! US Army, Harvard MBA, exceptional and proven leadership.

Christopher Collins | Exceptional systems and imaging specialist, highly gifted with coding. Full-stack web developer with React and backend DB/cloud integration expertise. Potential for codebase management and concurrent versioning and builds management, potential trainer. Certified in Full Stack and Cloud Computing via the University of Utah.

Tyler Carver | If this proposal is accepted and we can offer a sufficient salary to this coding guru, then this is the guy we want running the entire development department. He is a naturally-gifted programmer who literally spins circles around the average developer, confidently easily adapting to any framework, tackling complex issues seemingly effortlessly. Systems architect with natural leadership abilities, high-touch communicator.

Doug Montrose | Administrator, Site Manager, HR Director. When I met him he had been promoted from copy-shop manager to Assistant to the Principal at a high school. Also trained in culinary arts, certified in Restaurant Management. After graduating from BYU with a bachelor's degree in nursing, he served as a surgical nurse for two years, Army - Air Force. He is currently managing sanitation for Frito Lay.

Colleagues and Advisors (References).

Campus Pipeline, SCT Corporation, Sungard Higher Education, and Ellucian:

Ted McAleer: Founder/Principal of VBGS; Senior Director in Client Services @ SCT, Sungard Higher Education. linkedin.com/in/tedmcaleer - ted.mcaleer@gmail.com

Bruce Conrad: Web Services Engineer at BYU, Office of Information Technology; Lead Developer while I worked in Client Services for Sungard Higher Education and Ellucian.
linkedin.com/in/bruce-conrad-2807366, sanbachs.net/bruce/ linkedin@sanbachs.com.

Eric Bulson: Senior Software Engineer @ Ancestry.com; Java Developer when I worked in Customer Support and provided Client Services for Campus Pipeline, SCT, and Sungard Higher Education. ebulson@gmail.com.

Naveen Kumar: Service Delivery Manager; Java Developer @ SCT and Sungard Higher Education. linkedin.com/in/naveen-kumar-h-46670616 - naveenkumar.hariprasad@gmail.com.

Brenda Cackett: Sr. Director for Global Support (Client Services and Customer Support) for Banner Web products while I supported Banner-web-integrated application, Lumnis.
brenda.cackett@ellucian.com - 585-339-2352.

Central Utah Academy, uPrep Academy, Brickhouse Code Camp

Mark Hugentobler: Philanthropist, Humanitarian, and High School Principal @ Central Utah Academy, and Director of uPrep Academy (college-prep program for post-secondary students, hosted at the high school). He oversaw my development of the custom SIS (student information system) and uPrep courses, including Stanford SEE outreach courses which evolved into our successful Code Camp, which ran for 15 months. markhugentobler@gmail.com - 435-851-1628

Tyler Carver: Outstanding developer who co-architected the uPrep Code Camp, aka Brickhouse Code Camp, which ran for about two years. tbcarver2@gmail.com - github.com/tbcarver - 801-389-8657

Kane County Adult Education, Redrock Code Camp

Gary Glover: School District Administrator for Kane County when we built a preparatory academy there, modeled after the success at CUA. gloverg@kane.k12.ut.us - 435-899-1305

Sterling Glover: Deputized Education Program Director who facilitated the creation of the preparatory academy and our Code Camp, aka Redrock Code Camp, which ran for about two years before I moved on. sgloverkcso@kane.utah.gov - 435-819-0282

Daz / Tafi:

Ingrid Marroquin: Benefits Manager - OOCL North American Group. HR Manager @ Daz/Tafi for the first six months of my employment there, as backend web developer. linkedin.com/in/ingridmarroquin - ingrid_2278@yahoo.com

One exciting part of this venture is that ***it should create plenty of jobs (!)***

The 5 T's

Team Technology, Traction, 10X potential, Terms

Looking forward: this venture will raise the bottom line of coding knowledge among the underprivileged population; those who, given a chance, would work hard and do something special in the future. These success stories spread, and people feel assured that the city is interested in the overall public welfare.

We also need plenty of highly-skilled individuals to expand the business with the best projection, improving the economy while we're at it!

The business is **charity-based and service-oriented**. Our technology will keep up sufficiently; we're not trying to run on the fastest super-elite gaming systems; we're teaching underprivileged individuals to code and gain confidence in the digital landscape. This idea not only pencils well but appears to be gaining traction quickly, since multiple parties have expressed interest to help.

Terms? TBD

Managing Growth

Managing growth may become a problem, as the business expands.

We are excited about the new opportunities, more money (or potential for earning), more fun, challenges, dynamics, learning, etc. But unexpected changes or variables (people or processes) arise, which means more to manage. Becoming spread too thinly may lower our quality. If quality is at stake, we'll narrow the focus and re-focus on quality first.

"Nail it, then scale it!"

For example, it seems imperative to prove one term of live instruction and classroom exercises, before we convert it into an online virtual class. (Side note: virtual courses could be monetized.)

Measuring Success

The following measures will help us gauge the success and needs of the business:

- BICs (butts in chairs!) – how many?
- Schedule – are we keeping pace?
- Survey results (from current and past students)

About the Coordinator

The coordinator (Dave) has worked in the field for over twenty years, with extensive experience in software development, particularly in the fields of higher education, post-secondary education, and modern e-commerce. During his thirteen-year tenure starting with Campus Pipeline in 1999, he delivered on-site IT and development services for colleges and universities, supporting systems, diagnosing and resolving problems, debugging code, writing new code, integrating systems, and writing technical documentation. He has also developed custom information systems, webstores and other web applications, cloud services, APIs, and visualizations with artificial intelligence (AI) and machine learning libraries. He has also facilitated two code camps.

Dave's LinkedIn profile page. The activity feed shows posts from David Norton and Alejandro Saucedo. The sidebar shows connections like Zac Robinson and recommended pages like Pearson Education and Generative AI.

Dave's GitHub profile page showing four repositories: traderApp (Private, Python), courseapp (Public, JavaScript), speedApp (Public, Python), and djangoRoot (Private). His bio states he is a Web App Developer, Support Engineer, and Technical Consultant based in Salt Lake City.

[Dave's LinkedIn profile](#)

[Dave's active git repositories](#)

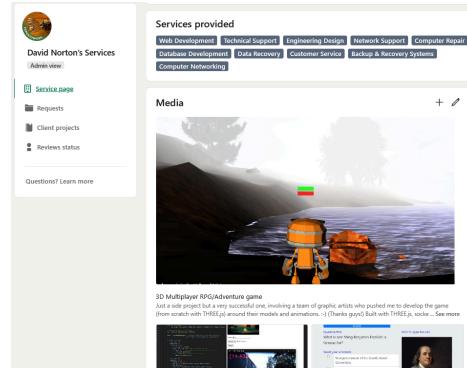
He also has experience with operational aspects of the business, such as budgeting, planning, setup and teardown (for events), coordination, working with vendors, supporting clients, network and server administration (including the cloud), ordering, backups, and yes, brewing and serving awesome coffee drinks. He writes well and believes in effective reporting, and he believes machines and software are ultimately about serving and making life better for humans.

[Services Page](#)

Dave sees this opportunity as a charitable cause which benefits others. He is personally engaged to further his own skills, assisting others develop their careers and improve their lives.

The author is also excited about criminal justice and reentry, addiction recovery, and retail services (including Internet-based e-Commerce webstores since they started in the 1990's).

He believes in this business proposal and plan because it has “penciled well” since he began devising and refining the plan, over the years of business and entrepreneurship courses. Besides being service-oriented, this plan pencils well to make ends meet, with considerable potential for profiteering, and it is practical.



Curriculum Development Flow

